

308-11-790-123.1

3 Feb. 1972

31 Dec. 75

Afghanistan

76-5

National Development Training (Management) Sub-project 123.1

1972

1977 3 Feb, 1972

none

Sp

651,000

75,000

75,000

DATE OF REVIEW AG NO.

ACTION
DATE

- | | | |
|---|---|---------------|
| x | Notify GOA project will terminate as a funding vehicle as scheduled (FY 1977) | Feb. 15, 1976 |
| x | Complete obligations | Apr. 30, 1977 |
| x | Nominate additional participants | Apr. 30, 1977 |

N.B. Since the Mission can now predict with reasonable sureness that there will be no significant deviations in the Interim Quarter and FY 1977 from the findings in this PAR, no PAR will be done in FY 1977 for this terminating project unless unforeseen circumstances provide the need.

31 Dec. 1975

Robert D. Brandt

Vincent W. Brown, Director

2/10/76

FILE SERIAL NO.

31 December 1975

Afganistan

76 - 5

USA ID

3

1

USAID has fulfilled its commitments in providing funding and training programs to complete the project goals with the exception of FY 1975 when funds for training were not provided due to funding limitations. The project has been a major factor in training host country officials in improved technical, professional and management skills and has supplied specific components of trained manpower currently needed in Afghanistan. The returned participants, trained in modern mediums, represent the skills necessary for social and economic development. However, a review of the project in 1974 concluded that the project does not meet the major benefit criterion of Congressional legislation which requires that projects directly benefit the poorest majority.

5

K

All returned participants are gainfully employed in various key positions in the Ministries. The completion of the project goal is dependent solely on participant training and its utilization. No other inputs are required for the successful completion of this project. The training required to meet the project goal is specialized, non-degree practical training in program management administration for 60 participants from eight Ministries (cont.)

None

✕

2

Financial Support

3

23

- a. Personnel -- The GOA through its Ministry of Planning supports the project solidly. They recognize the immediate and future need to train human resources in the latest techniques for development and improvement of Ministerial administrative procedures. The GOA views the project as important in their economic and social development program and has readily cooperated in timely provision of candidates for training as required and in freeing them for English language training.
- b. Financial -- The GOA continues candidates salaries during English language training; one year's salary is given while the participant is in training abroad, local costs for international air travel are paid and the GOA guarantees employment for the participants upon their return.

N.A.

See Also Page for Comments on Other Issues

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

4. Participant training:

(cont'd from page 2)

principally concerned with economic development and from the planning and programming staffs of four Ministries marginally concerned with economic development. Present indications are that 59 of the planned 60 will actually complete their training. The training programs in the U.S. have been provided as requested by AEDW/SEB/IT. The training programs have been modified as necessary to insure utilization of appropriate and quality instruction. Institutions conducting participant training in this project are the University of Connecticut, the University of Nebraska and the U.S. Dept. of Agriculture, which have done overall an excellent job in implementing the appropriate training programs.

N/A

PERIOD OF DATA AND COST			
		76	77
1. Participants trained in management, economic analysis and development.	59	9	59
	32	15	
		9	59
2. Returned participants placed in responsible GOA development positions.	59	9	59
	32	15	

GOA responsiveness in economic fields, participants have all been placed in positions placing returned participants equal to and in position (or promotion) or superior to the jobs in progressively responsible they left for training. managerial or administrative positions.

Job performance of returned participants who have been placed in key GOA positions.

(2) With their newly acquired skills and abilities, returned participants have demonstrated their capabilities and influence in shaping creative, more efficient policy formulation, problem solving and administrative procedures improvement, thereby facilitating GOA Ministerial functioning. For example, one returned participant in the Prime Minister's Office has completed work on revising the Government's personnel policies for its Civil Service, and recently promoted to provincial governor.

PARTIAL TRANSCRIPTION - ORIGINAL FOLLOWS

Introduction of elements of modern management and economic analysis into the traditional systems of GOA Ministries most concerned with economic development.

1. Placement of returned participants in Ministerial positions at least equivalent in responsibility to those held upon departure for training.

2. Capability for economic analysis and project development within the Ministries of Planning, Finance, Education, Agriculture, Commerce, Health, Public Works, Interior, Justice, Information and Culture, Communication and Transportation, and the Prime Ministry.

Mobilization, investment and efficient [illeg] of Afghan public and private resources for development by introduction of elements of modern management and economic techniques and analysis into the traditional system [illeg] Ministries most concerned with economic and social development.

Attainment of project purpose will contribute to modernization and better management of Government resources through the injection of 59 trained participants into a traditional, often ineffective system of administration and management. The concepts and techniques introduced into the GOA Ministries through this project is a minimal input into the existing system for present numbers are insufficient to result in well-rounded changes throughout all Ministries. These additional skills should have a beneficial effect on administration within GOA Ministries concerned with economic and social development.

308-11-790-123.1

3 Feb. 72 to 31 Dec. 75 Afghanistan

76-5

☐ YES ☒ NO

Introduction of elements of modern management and economic analysis into the traditional systems of GOA Ministries most concerned with economic development.

1. Placement of returned participants in GOA in Ministerial positions at least equivalent to that held in responsibility to those being trained upon departure for training.	Originally Planned	Already Trained	In Training	Scheduled FY 76/77
Prime Minister	2	2		1
Ministry of Planning	4	4	2	1
Ministry of Finance	4	2	1	2
Ministry of Agriculture	5	3	2	
Ministry of Education	5	5		
Ministry of Health	7	3	4	3
Ministry of Public Works	3	1	3	
Ministry of Culture, Information and Public Relations	15	2	2	
Ministry of Communication and Transportation	2	4	2	
Ministry of Education	2	3	2	1
Ministry of Information	1	1		
Ministry of Education	1	1		1
	60	32	18	9

These figures indicate that 59 of the planned 60 participants have been trained.

Additional training of GOA officials in the use of Afghan public and private resources for economic development and the introduction of modern management and economic techniques and concepts into the traditional systems of GOA Ministries most concerned with economic and social development.

Attainment of project purpose will require the introduction and better management of Government resources through the introduction of trained participants into a traditional, often ineffective system of administration and management. The concepts and techniques introduced into the GOA Ministries through this project is a minimal input into the existing system for present numbers are insufficient to result in well-rounded changes throughout all Ministries. These additional skills should have a beneficial effect on administration within GOA Ministries concerned with economic and social development.